



# **WACA FUTURE DEVELOPMENT STRATEGY COMMITTEE TERMS OF REFERENCE**

**Ratified by the WACA Board 5 May 2014**

## **1. TERMS OF REFERENCE**

- 1.1 In this Terms of Reference “Committee” means the **WACA Future Development Strategy Committee**.
- 1.2 The Committee, reporting to the Board, is devolved the responsibility by the Board to develop a Business Plan which makes recommendations consistent with the Objects of the Association relating to:
- (a) Providing options for the redevelopment and/or construction of infrastructure at the WACA Ground (defined as the sporting complex known as the “WACA Ground”) to provide facilities for cricket and other sports as may be appropriate; for the benefit of Members and the Western Australian and Australian public at large; and
  - (b) Identification of any other opportunities for the Association that will benefit cricket and that may be external to the Ground, but which, if pursued, can assist in achieving future funding for the redevelopment and construction of infrastructure at the Ground.
- 1.3 The Committee shall consist of:
- (a) members from the Board in numbers determined by the Board;
  - (b) up to two non-members of the Board elected by the Committee;
  - (c) inaugural members of the Committee as constituted after the Board meeting of the association conducted on 8 April 2014 are as follows:

Dr L Henderson  
Mr A Rule  
Hon Mr C Porter MP  
Mr S Hauville

being Board Members as referred to in Rules 2 and 13 of Association's constitution; and

#### WACA CEO

The Committee will appoint a Chair and Deputy Chair, one of which will be a WACA Board Member.

- 1.4 The Committee shall meet as required.
- 1.5 A quorum for the conduct of a meeting of the Committee shall comprise not less than 51% of the members of the Committee appointed by the Board under paragraphs 1.3(a) and (b) above.

## **2. OVERALL ROLE OF THE COMMITTEE**

- 2.1 The Committee is authorised to engage in research, discussions and meetings with persons and groups as the Committee considers necessary and appropriate to enable the development of recommendations to the Board, which recommendations may include but are not limited to the following:
  - (a) an appropriate model for the physical redevelopment and construction of infrastructure at the WACA Ground which provides modern facilities suitable for:
    - (i) Spectators of all forms of cricket (or other sports that may form part of the Committee's recommendations); at a capacity of or around 25,000 persons
    - (ii) Players and player skill development in cricket (or other sports that may form part of the Committee's recommendations)
    - (iii) The administration of cricket in Western Australia (or other sports that may form part of the Committee's recommendations)
    - (iv) Association Members
  - (b) models for co-operation with the Western Australian Football Commission (or another sporting code body), which relate to the possible shared future use of the WACA Ground and its future infrastructure; and
  - (c) any other revenue opportunities for the Association that will benefit cricket and that maybe external to the Ground but which, if pursued, may assist in achieving funding for the physical redevelopment and construction of infrastructure at the Ground.
- 2.2 Authoring draft communications to Association stakeholders specifically but not limited to staff, Members and media.

## **3. BUSINESS PLAN**

- 3.1 The Committee is to present its recommendations to the Board in the form of a Business Plan by December 2014. The Business Plan, as well as containing the recommendations pursuant to paragraph 2 above, should include:
  - (a) preliminary architectural schematics showing an option or options for redevelopment and or new infrastructure;

- (b) long term financial model incorporating projected overall capital costs, forecast revenue and expenses for the Association's operation which would result from the recommendations made;
- (c) proposal for sharing of capital and recurrent costs with any proposed joint tenants;
- (d) possible sources of capital which could be raised or received by the Association to fund projected overall capital costs;
- (e) proposed implementation plan including estimated timelines and key decision dates; and
- (f) implementation risks.

3.2 The Committee may engage a consultant or consultants in the preparation of the Business Plan incurring expenditure up to \$250,000. Any additional expenditure above \$250,000 is subject to the approval of costs associated with that engagement being approved by the Board.

3.3 At first instance, the Committee will engage with the CEO to source grants or funding to facilitate the engagement of any such consultants.

#### **4. COMMITTEE MEMBERS AS VOLUNTEERS**

4.1 Committee members are volunteers who undertake their duties with the best interests of the Association and cricket as their paramount consideration.

4.2 In the proper exercise of the powers and functions delegated to the Committee by the Board, Committee members, in so far as they are not otherwise indemnified, shall be indemnified by the Association to the extent provided for in the Constitution.

#### **5. RESPONSIBILITY TO THE ASSOCIATION/COMMITTEE**

5.1 The primary responsibility of a member of the Committee in fulfilling its role and responsibilities is to the Association.

#### **6. CODE OF CONDUCT**

6.1 The Committee and each member of the Committee are bound by the Association's Code of Conduct and should ensure conformity with the Association's constitution specifically but not necessarily limited to ensuring the recommendations of the Committee are within the Board Powers as described in the Association's constitution.

6.2 In view of the sensitive and highly confidential issues dealt with by the Committee, some of which are bound by Government as well as Board protocol, an elevated level of confidentiality applies to members of this Committee.

#### **7. PROCEEDINGS OF THE COMMITTEE**

7.1 The Association's Standing Orders apply to the Committee.

#### **8. LINK TO CONSTITUTION**

8.1 Terms defined in the Constitution of the Association have the same meaning when used in this Terms of Reference.